

# **Strategic Priorities (2012-2015)**

## **2015 Update**

Office of Institutional Effectiveness  
Barstow Community College



## The 2015 Update ...

The current Strategic Priorities for Barstow Community College were adopted in January 2013. As mandated by the Strategic Planning Process, these Strategic Priorities are to be reviewed and updated each year so that progress could be tracked and adjustments could be made.

The Annual Update process begins in January 2015 at the Institutional Effectiveness Committee (IEC), where each item of the Strategic Priorities was reviewed, researched and commented as to their current status, charted progress, and projected completion. The draft will be sent to President's Cabinet and the Shared Governance Council for recommendations. The final draft of this update is scheduled to be presented at the All-College Meeting and at the Board of Trustees Meeting later in spring.

The IEC will spearhead the next set of Strategic Priorities for Barstow Community College, covering 2016 to 2019, with a retreat in March 2015 to begin this process.

### Summary and Timeline of Annual Update:

- January 21, 2015: Institutional Effectiveness Committee begins researching and drafting the current status of Strategic Priorities items.
- January 28, 2015: Institutional Effectiveness Committee reviews draft for accuracy and completeness.
- Date TBA: Institutional Effectiveness Committee forwards review draft to Cabinet and President's Shared Governance Council for comments.
- Date TBA: Review draft is reviewed and revised (if needed) by Institutional Effectiveness Committee.
- Date TBA: The Strategic Priorities Review is presented at the All-College Meeting.
- March 2015: IEC Retreat to begin forming the BCC Strategic Priorities 2016-2019.



## Strategic Priority I:

**Foster an innovative learning environment that respects diversity.**

### I. Offer programs and services for emerging student populations that are appropriate to and in support of individual students' needs.

- A. By the end of the 2012–2013 academic year, the College will expand the ESL program by offering classes on campus, Ft. Irwin, and at least one site in the community.

**Spring 2014 Update:** This goal has been partially accomplished. Classes are being offering at St. Joseph's Catholic Church. Ft. Irwin classes are being explored.

**Spring 2015 Update:** This goal has been fully accomplished. Classes are now offered at Fort Irwin.

- B. By the end of the 2013–2014 academic year, the College will offer the first cohort of students a Learning Community experience to bridge Basic Skills classes (Reading and Writing) with content transfer-level coursework.

**Spring 2014 Update:** This goal was attempted, but the execution was flawed and the Learning Community was only offered one semester.

**Spring 2015 Update:** There is no further action taken on this goal, but it may be re-conceptualized in future project(s) to achieve a similar purpose.

- C. By the end of the 2013–2014 academic year, the College will institutionalize a “Fast Track” approach to Basic Skills English, Reading and Math with the same instructor to encourage student retention and success.

**Spring 2014 Update:** This goal is on track to be completed.

**Spring 2015 Update:** A Fast Track English curriculum has commenced for the Spring 2015 Semester. More classes are scheduled for Fast Track English and Fast Track Math in Fall 2015. Reading has not been addressed.

- D. By 2014–2015, the College will develop a Success Center that incorporates tutoring, directed learning activities, computer-based modules, study groups, and workshops in appropriate locations.

**Spring 2014 Update:** This will be part of the program in our Federal Title V grant application in 2014.



**Spring 2015 Update:** Did not receive Title V grant, but parts of the grant proposal will be used in future Student Success programs. Still viable plan that can be implemented with other resources.

## II. Advance a culture of inclusion that respects and appreciates the human condition.

- A. By 2014–2015, the College will enhance Performing and Visual Arts by opening the new Performing Arts Building and holding college and community events.

**Spring 2014 Update:** The Performance Arts Center is scheduled to open this year.

**Spring 2015 Update:** PAC opened, and Event Manager has been hired and subject to Board approval.

- B. By the end of the 2012–2013 academic year, the College will embrace diversity by holding a minimum of six events on campus to encourage sharing of diverse perspectives through celebrations of awareness months and festivals.

**Spring 2014 Update:** This was accomplished in the 2013–14 academic year. Among the events hosted are: San Bernardino Native American Challenge (Sept 2013), Visiting Chinese delegates (Fall and Spring 2013–2014), Down South Cook-off (Oct 2013), Black History Month speakers (Feb 2014), Taste of Diversity (ICC – Feb 2014), ReggaeFest (Mar 2014), Asian Pacific Culture Day (Mar 2014), and New Mexico Chili Cook-off (Apr 2014).

**Spring 2015 Update:** Among events (to be) hosted in 2014-15 are: Lunch with Student Government (Sept 2014). Visiting Chinese delegates (Fall, Summer and Spring 2014-2015). Club Rush (Sept 2014). Constitution Day (Sept 2014). College and University Day (Oct 2014). Kiwanas Annual Mardi Gras Parade (Oct 2014). Halloween Festival (Oct. 2014). Lights of Learning All clubs participating Native American, Black Student Union, Club 4 Christ, Science Club, Veterans Club, Phi Theta Kappa, Alpha Gamma Sigma (Dec 2014). Asian Pacific Cook-off (Feb 2015). Black History Month speakers (Feb 2015). Hot Wings Contest (February 2015) Women in History (March 2015). Student Recognition Day (April 2015). Election of ASG Officers & Senators (April 2015). Cinco de Mayo Celebration (May 2015).



**Strategic Priority 2: Provide students a successful college learning experience.**

**III. Plan and implement instructional programs based on student learning needs and career paths.**

- A. Establish CTE, Basic Skills and Transfer programs as immediate funding priorities.

**Spring 2014 Update:** Funding priorities are now part of the Program Review process and the accompanying Budget Allocation Proposal process. Budget allocation proposals are ranked on how well the narrative and data are linked to the College’s mission.

**Spring 2015 Update:** Program Review and Budget Allocation Process are now embedded and institutionalized in the Strategic Planning Process.

- B. By the end of the 2014–2015 academic year, all course pre-requisites, student learning outcomes, and course outlines of record will have been evaluated and placed on a 6-year cycle for reevaluation. Each course will be presented for approval by the Curriculum Committee. All academic programs will be reviewed on a 3-year cycle and provide annual updates. CTE programs will be reviewed on a 2-year cycle.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** Process is embedded within program review.

- C. By the beginning of the 2014–2015 academic year, all students will have on record an Education Plan that has been approved by their academic advisor.

**Spring 2014 Update:** This goal has been accomplished. Percentage of Students with Educational plans is estimated at 90% or better; by Fall 2014 the “Student Success Elements Report” from Banner should provide evidence of this percent.

**Spring 2015 Update:** Student Success and Equity planning have embedded this into the matriculation process.



- D. By the beginning of the 2013–2014 academic year, the Transfer and Career Planning Center will include a full-time transfer counselor and a full-time Career and Transfer Center Specialist to promote transfer degrees and sponsor college and career day activities.

**Spring 2014 Update:** This goal has been accomplished, although the specialist’s position is for 10 months. College and Career fair was hosted in October 2013.

**Spring 2015 Update:** Full-time Career and Transfer Center Specialist is now a 12-month position. Counselor is now relocated to the general counseling area.

#### **IV. Augment current and emerging technologies to foster student learning in on-campus and alternate learning modalities.**

- A. By the beginning of the 2015–2016 academic year, the existing Technology Plan will be fully implemented and two additional IT staff members will be in place to support current and emerging technologies and support data generation.

**Spring 2014 Update:** One additional position has been added and the Technology Plan is currently under review for updating.

**Spring 2015 Update:** Technology Plan is being updated, with approval expected in August 2015. The second additional position is under review.

- B. By the beginning of the 2014–2015 academic year, a fully functional Moodle platform will be in place and pilot testing completed including all online and hybrid instruction, as well as providing support for traditional classroom activities.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** Moodle is now in full production for all online and hybrid classes.



**Strategic Priority 3:  
Promote and support student engagement.**

**V. Facilitate student growth and development by assisting students to set, monitor, and evaluate educational goals.**

- A. By the end of the 2013–2014 academic year, the College will have implemented a systematic plan for setting, monitoring, evaluating, and tracking student Educational Plans.

**Spring 2014 Update:** This goal has been accomplished. SARS was purchased in March 2014 and is scheduled for implementation on June 30, 2014.

**Spring 2015 Update:** SARS is scheduled to go live in Spring 2015.

- B. By the end of the 2012–2013 academic year, the College will have implemented a “Student Success Scorecard” in line with the Student Success Act of 2012.

**Spring 2014 Update:** The goal has been accomplished and a link to the Scorecard is on the college’s website. Scorecard information is compiled by the Chancellor’s Office.

**Spring 2015 Update:** This goal has been fully implemented.

- C. By the end of the 2014–2015 academic year, the College will implement a plan to replace or update the current degree audit program which will allow students to monitor their program completion progress and to explore various degrees online.

**Spring 2014 Update:** This goal is on track with the purchase of Degree Works software.

**Spring 2015 Update:** DegreeWorks is scheduled to be implemented after the implementation of SARS and Open CCCApply.

- D. By the end of the 2014–2015 academic year, the College will purchase and implement a student tracking system.

**Spring 2014 Update:** This goal has been accomplished. The SARS system was purchased in March 2014 and is scheduled for implementation on June 30, 2014.

**Spring 2015 Update:** SARS is scheduled to go live in Spring 2015.



- E. By the end of the 2013–2014 academic year, the College will implement a strong “First Year Experience” for students.

**Spring 2014 Update:** The “Bridge to College Success” program for incoming students is scheduled for this summer. The First Year Experiences Program is being planned in Spring 2014 and Summer 2014, and scheduled for implementation Fall 2014. This program will work in collaboration with learning communities.

**Spring 2015 Update:** Bridge to College Success is scheduled to continue in Summer of 2015. The First Year Experiences Program is currently not moving forward.

## VI. **Expand and sustain an efficient, attractive, and welcoming campus environment that supports teaching and learning.**

- A. By the end of the 2013–2014 academic year, the College will implement the Facilities Master Plan and develop a calendar/timeline for converting all classrooms to “smart classrooms.”

**Spring 2014 Update:** This item needs to be re-evaluated. A tremendous majority of classrooms have appropriate technology, but may not be considered “smart.”

**Spring 2015 Update:** Updates, upgrades and replacements are now done using instructional equipment funds, according to the Instructional Equipment Plan.

- B. By 2014–2015, the College will develop a Success Center that incorporates tutoring, directed learning activities, computer-based modules, study groups, and workshops in appropriate locations.

**Spring 2014 Update:** This will be part of the program in our Federal Title V grant application in 2014.

**Spring 2015 Update:** Did not receive Title V grant, but parts of the grant proposal will be used in future Student Success programs. Still viable plan that can be implemented with other resources.





**Strategic Priority 4:  
Cultivate and enhance local partnerships.**

**VII. Market and enhance the College image in the high desert region and on the World Wide Web.**

- A. By the end of the 2015–2016 academic year, the College will implement a high quality and interactive website to expand the College’s market: locally, regionally, nationally, and internationally.

**Spring 2014 Update:** This is scheduled to be implemented in the 2014–2015 academic year. An online version of New Student Orientation was purchased in March 2014 and scheduled for implementation in June 2014.

**Spring 2015 Update:** New College website is scheduled to roll out on 2/1/15, and new online orientation program was implemented in Summer 2014.

- B. By the end of the 2014–2015 academic year, Moodle will be completely implemented to help educators create online courses with a focus on interaction and collaborative construction of content leading to student success.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** This goal has been accomplished.

- C. By the end of the 2015–2016 academic year, the College will expand online education to support high quality simulation software and provide high tech training stations to improve service to CTE partners.

**Spring 2014 Update:** This is on track and is being implemented currently.

**Spring 2015 Update:** This is an ongoing effort with assistance from trade assistance federal government funding.



**VIII. Promote positive community and economic growth through greater outreach to local schools, business and industry, governments, service organizations and military.**

- A. The College will continue to develop and improve partnerships to both rural and local K-12 school districts through Summer Outreach, CTE Summer Camp, and waiving enrollment fees to eligible concurrently enrolled students for the exploration of career choices.

**Spring 2014 Update:** This is on track with new elements to be implemented such as “Bridge to College Success” program. The High School Transition Program started in Fall 2013 and is ongoing. Spring High School outreach program is taking place in Spring 2014 – all feeder High Schools were visited and students provided with applications, assessment, orientation, and abbreviated educational plans. The Summer Bridge to College Success has been planned for Summer 2014.

**Spring 2015 Update:** This goal has been accomplished, and the process is ongoing. CTE Summer Camp has been held for the past six years and this popular program will continue to be offered.

- B. By the end of the 2015–2016 academic year, the College will identify and engage with community partners and validate what employers’, trade associations’, and organizations’ needs are to expand new and stronger programs while building partnerships within the community.

**Spring 2014 Update:** This is being implemented. The CTE and Workforce Development Department has been reinvigorating relationships and connections with local businesses through advisory committees.

**Spring 2015 Update:** This process has been implemented and is ongoing.



- C. By the end of the 2015–2016 academic year, the College will have a program in place to gather data on the labor market to align career training with local employers' demands, military needs, and to promote economic growth.

**Spring 2014 Update:** This goal has been accomplished. A process in in place to gather labor market data from Centers for Excellence.

**Spring 2015 Update:** This goal has been accomplished.

- D. By the end of the 2015–2016 academic year, the College will offer contract training-based Associate Degrees and Certificates to allow students to obtain financial aid, fast program completion, and award industry recognized credentials, thus supplying skilled completers to support local economic growth.

**Spring 2014 Update:** This is scheduled to be implemented.

**Spring 2015 Update:** Contract training is ongoing. IMMT (spell this out) contract training is now transitioning to include a credit based program.



**Strategic Priority 5:  
Attract, retain, and develop excellent employees.**

**IX. Implement practices to attract a diverse pool of highly qualified applicants for employment opportunities.**

- A. The College will continue to advertise in a multitude of internet and paper-based publications that are accessible to a diverse pool of potential applicants at the state, national and global levels while still complying with the conditions set out in Proposition 209.

**Spring 2014 Update:** This is implemented through the use of Job Elephant which provides a list of appropriate venues to advertise openings.

**Spring 2015 Update:** Under the new AVP of HR, search venues are being widened.

- B. The College will continue to require diversity statements from all applicants that seek a position with the College.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** This goal has been accomplished.

- C. For 2013–2014, Human Resources will explore new ways to advertise open positions that will draw a wider, more diverse pool of applicants.

**Spring 2014 Update:** This is implemented through the use of Job Elephant which provides a list of appropriate venues to advertise openings.

**Spring 2015 Update:** Under the new AVP of HR, search venues are being widened.



**X. Provide employees with a wide range of training and development opportunities to foster their professional growth.**

- A. By the end of the 2014–2015 academic year, the College will have in place a systematic staff development plan that accommodates the College’s dynamic mission.

**Spring 2014 Update:** This goal has been accomplished. The new Professional Development Plan has been accepted by ACCJC.

**Spring 2015 Update:** Under the new AVP of HR, the Professional Development Plan is being revised to better serve the College.

- B. By the beginning of the 2014–2015 academic year, the College will have in place evaluation software that will track the timeliness of evaluations.

**Spring 2014 Update:** Software for personnel evaluation has been purchased and plans are in place to implement during summer 2014.

**Spring 2015 Update:** Human Resources is currently implementing the applicant tracking system, with the evaluation software to follow.



**Strategic Priority 6:  
Strengthen College planning and informed decision making.**

**XI. Maximize fiscal, physical, human and technological resources using program review and outcomes assessment results.**

- A. By the end of the 2012–2013 academic year, the College will establish clear funding priorities focused on improved student learning using the College’s Mission, Board of Trustees’ Goals and the President’s Goals as a foundation.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** This goal is embedded and ongoing.

- B. By the end of the 2012–2013 academic year, all instructional programs, service units, and administrative departments will complete a Program Review or Program Review Annual Update.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** This goal is embedded and ongoing.

- C. By the end of the 2012–2013 academic year, TracDat software will be fully operational producing aggregated assessment results.

**Spring 2014 Update:** The implementation of TracDat is in progress but behind schedule.

**Spring 2015 Update:** Pilot implementation is scheduled for fall 2015.

- D. By the end of the 2012–2013 academic year, the College will refine and improve the Budget Allocation Process and timeliness through the alignment of Program Review, Institutional Effectiveness Committee processes, and Budget and Finance Committee processes, and establish systematic dialogue with the College community regarding planning and budgeting.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** This goal is embedded and ongoing.



**XII. Expand interactions and collaborations among faculty and staff using data and evidence.**

- A. Starting with the 2012–2013 academic year, the College will provide interactive activities and information sharing at All College meetings based on data use for decision-making.

**Spring 2014 Update:** This goal has been accomplished.

**Spring 2015 Update:** This is embedded and ongoing.

- B. By the end of the 2013–2014 academic year, the College will have a functioning Enrollment Management committee comprised of various academic and student services personnel who use data and evidence to build a year-long calendar of class offerings.

**Spring 2014 Update:** This item is currently in planning stages.

**Spring 2015 Update:** The Enrollment Management Committee is holding regular meetings, has set goals, and has made plans for data collection.